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ABSTRACT

In addition to a brief introduction to time management, this document contains a training manual for teaching time management skills to workers at all levels in an organization. The training is offered in the form of a board game that takes approximately 1-1/2 to 2 hours to play. Among the time management principles learned in the game are prioritizing and goal setting skills. The game contains many real life time management dilemmas. Included in the manual are various ways the game can be customized to meet the needs of a particular audience. The manual also contains a list of Web sites where participants can go for additional information on time management. (Author/KC)

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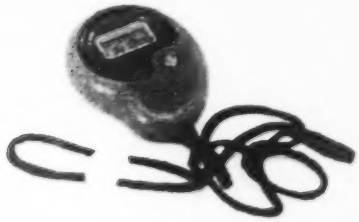
GRAB for Time

A Time Management Skills Board Game



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Abstract

One of the most important skills a manager or worker can possess is the effective management of time. In addition to a brief introduction to time management, this article contains a 39-page training manual for teaching time management skills to workers at all levels in an organization. The training is offered in the form of a fun board game that takes approximately 1 ½ to 2 hours to play. Among the time management principles learned in the game are prioritizing and goal setting skills. The game contains many real life time management dilemmas. Included in the manual are various ways the game can be customized to meet the needs of a particular audience.

Preface

Philip Dormer Stanhope, the 4th Earl of Chesterfield, once advised his son, "I recommend you take care of the minutes, for hours will take care of themselves." Perhaps the millions of employees who rush through their workdays as if they hadn't a minute to spare should reflect on the Earl of Chesterfield's recommendation. If they can learn how to take charge of the events that rob them of precious minutes, they will no doubt be able to free up an hour or too each day. The gained time can be devoted to important projects that truly help their employing organizations accomplish their missions.

Grab for Time: A Time Management Skills Board Game is a gaming-simulation intended to teach employees how to save precious minutes out of every workday. The following manual explains the purpose of the game, how to play the game, and all of the required game materials. Players will find the game fun and fast moving. Most importantly, all of the examples in the game are based on real time management issues faced by workers across many industries. The manual also contains a list of websites where participants can go for additional information on time management.

Table of Contents

Subject Matter 4

Purpose 4

Learning Objectives 4

Appropriate Audiences 4

Contexts for the Game 4

Qualifications of the Facilitator 5

Duties of the Facilitator 5

Key Elements of the Game 6

Relationship Map 6

Number of Players 7

Time Required 7

Resources Needed 7

Description of Game Materials 7

Game Directions 7

Debriefing Ideas and Suggestions 8

Potential Variations 8

References & Resources 9

Acknowledgements 9

Appendix A – Game Board Sample Layout 10

Appendix B – Time Saver Cards 12

Appendix C – Time Waster Cards 16

Appendix D – Game Question Cards 20

Subject Matter of "*GRAB for Time*"

- Time Management Principles
- Prioritizing Tasks and Goals
- Setting Goals
- Application to Work as well as Personal Life Situations
- The acronym ***GRAB***: ***G***oals, ***R***esponsibilities, ***A***nalysis, ***B***alance

Purpose

The purpose of the "*GRAB for Time*" board game is for training professionals/facilitators to train self directed employees how to better manage their time. (See audience description for a definition of "self-directed employees"). The game is intended to be used in conjunction with a time management seminar/workshop, where the learning principles of GRAB are emphasized: Goals, Responsibilities, Analysis and Balance. Most principles taught in the game can be applied to work as well as personal life situations.

Learning Objectives

- Players will learn the key elements of time management
- Players will be name prioritizing and goal setting techniques
- Players will learn tips on how to reduce time wasters
- Players will learn tips on how to save time

Appropriate Audiences

The audience for "*GRAB for Time*" is self-directed employees at all levels of an organization.

Self-Directed Employee is defined as:

> *Employees who have some control over how and when they perform tasks and accomplish job duties.*

Contexts for the Game

This gaming simulation could be used in a variety of settings. The following list is some of those possibilities:

- Management Training
- Team Training
- During orientation of new hires this game could be a fun break.
- Warm up activity to a seminar
- During a retreat – such as a sales conference for salespersons.

This game could be used in any situation in which participants would benefit from the principles of time management and increase their awareness of managing time efficiently.

Qualifications of the Facilitator

- Must have knowledge base of time management.
- Must have experience with facilitation of gaming-simulations.
- Be able to field questions asked by players about the game structure.
- Must have good presentation skills.
- Must be skilled in explanation of procedures.
- Must be adaptable to change (flexible).
- Must have patience.

Duties of the Facilitator

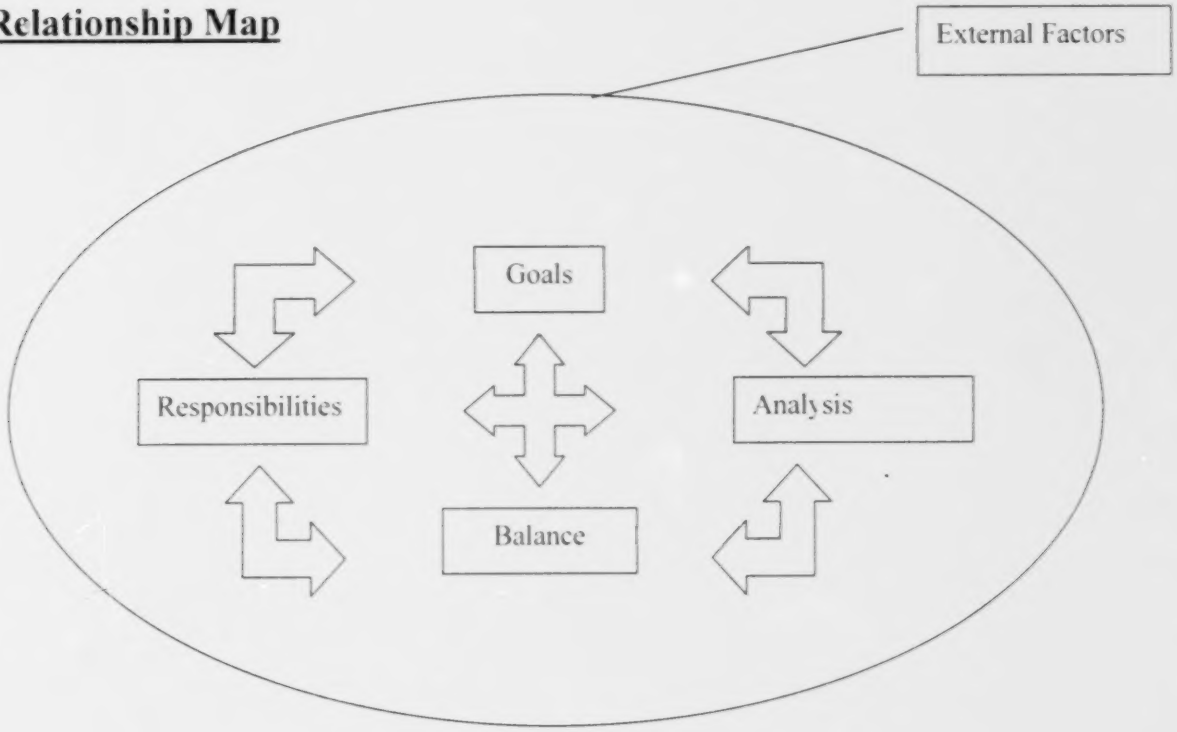
- Present introductory information
- Explain game rules to participants in a clear, concise manner.
- Divide participants into appropriate group sizes (3-4 people per group is preferable).
- Begin gaming-simulation.
- Answer questions about the nature of the game.
- Keep participants on track.
- Debrief participants after game is finished.

Key Elements

The table below represents the elements or features of the game and the forms in which they are represented.

ELEMENT OR FEATURE	SCENARIO	ROLES	PROCEDURES & RULES	SYMBOLS	ACCOUNTING SYSTEM
Time	X		X	X	X
Setting Goals	X				X
Meeting Responsibilities	X				X
Analyzing Time Usage	X				X
Balancing of Time	X				X
Prioritizing	X				X
Time Savers	X			X	X
Time Wasters	X			X	X

Relationship Map



Number of Players

The number of players for "*GRAB for Time*" can be two to eight. The preferred number is three to four. If more than eight players exist, the facilitator should have multiple copies of all materials required, and arrange for multiple groups to be playing the game simultaneously.

Time Required

The facilitator should allot from 1 ½ to 2 ½ hours for the game introduction, playing the game, and debriefing after the game.

Resources Needed to Play Game

The only resources needed to play "GRAB for Time" are the game materials as listed below, a table large enough for the game board and materials, and a chair for each player.

Description of Game Materials

- 1 "GRAB" for Time Game Board – Layout in the shape of a calendar, with squares marked for each hour from 8 a.m. to 5 p.m., Monday through Friday
- 100 Time Management Question and Answer Cards
- 40 Time Waster and Time Saver Cards
- 8 Clock Playing Pieces – Round wooden "buttons" painted in various colors to resemble the face of a clock

Game Directions

1. As in many organizations, order is determined alphabetically. The first player is chosen by alphabetical order of first names. If two or more players have the same first name and spelling, continue to the last name. After the first player is determined, order of play proceeds to the left (clockwise).

2. The first player has a *time management question* read to him or her by the player on his or her immediate right. The reader of the question draws a card from the GRAB bag, and should take care that the player cannot see the answer on the back of the card. When a card is used, place it in a discard pile on the table. If all cards are used before the game is over, place all cards back in the bag and shake the bag to shuffle the cards. ***Note: on many cards, there may be more than one correct answer. The player should try to choose the answer that will yield the best chance for advancement. The player must decide from among the choices given, even if they feel there is a better answer.***

3. The player answers the question, and then moves according to the scoring rule listed on the back of the card.

4. Play then continues to the next player to the left (clockwise).

5. Any time a player passes or lands on the "Lunch Time" or the "Quittin' Time" squares, a card should immediately be drawn from the *time wasters and savers pile*. These "chance" cards represent items normally beyond our control, and the luck of the draw or the circumstance rules. The player must move according to the time waster or time saver he or she draws.

6. The first player to reach the end of the workweek is the winner of the game.

Debriefing Ideas and Suggested Questions

- Ask participants if they feel they have a larger grasp of time management skills, tips, do's and don'ts.
- Make sure players know the GRAB acronym – write it on the board and ask them to announce what each letter stands for.
- Go over some instances where individuals did/did not use proper time management and the results that followed.

What ideas did you find as novel to saving time?
What other situations can you think of that are beyond your control, no matter how much you follow the principles of GRAB? What is the best way to deal with these matters?
Were the questions too difficult or too easy?
Did you feel the game supported individuals' competitiveness (did you really want to win)?

Potential Variations

To make the game last longer:

- The facilitator may add more Time Management Question and Answer Cards.
- The facilitator may add more Time Saver and/or Time Waster Cards.
- The facilitator may modify the game board to represent one month instead of one week.

References

Kanar, C. (1995). *The confident student* (2nd ed.). St. Charles, IL: Houghton Mifflin Company.

Mindtools.com. (No Date). *How to get the most of your time.* [Online]. Available: http://www.mindtools.com/page5.html [Nov. 2, 2000].

Winwood, Richard I. (1990). *Time management.* Salt Lake City, UT: Franklin International Institute, Inc.

Time Management Resources On The Web

Guide To Dynamic Time Management
http://friendlyware.bizland.com/dtm/

How To Get The Most Out Of Your Time
http://www.mindtools.com/page5.html

Managing Your Time at Work
http://www.idiotsguides.com/Quick-Guides/MG_Mng_Time_Work/file.htm

Manage Yourself, Not You're Time
http://www.tsuccess.dircon.co.uk/timemanagementtips.htm

Thirteen Timely Tips for More Effective Personal Time Management
http://www.ianr.unl.edu/pubs/homemgt/nf172.htm

Time Management A Guide to Personal and Professional Time Management
http://web.csuchico.edu/~kourtnig/time.html

Time Management Guide
http://members.aol.com/rslts/tmmap.html

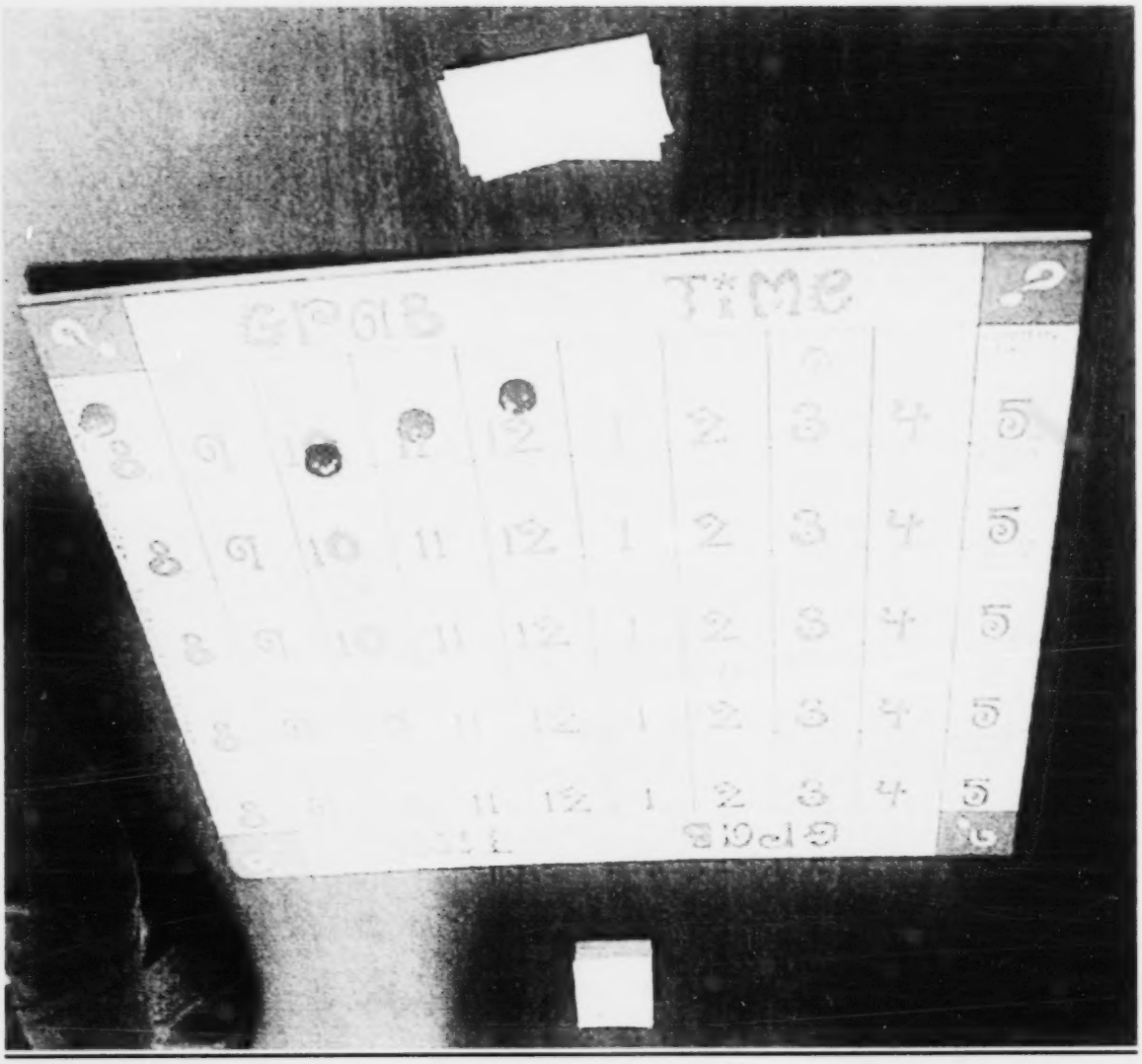
Time Management Techniques
http://www.tsuccess.dircon.co.uk/timemanagementskills.htm

Acknowledgements

Acknowledgement is also given for ideas for questions to:

Dr. Bernadette G. Watts, Extension Training and Development Leader, North Carolina Cooperative Extension Service, NC State University, Raleigh, NC from her seminar manual titled "Time Management Tools and Tips".

Appendix A – Game Board Sample Layout



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Appendix B – Time Saver Cards

The following questions should be printed on "Avery Layout 8376" template business cards, 8 ½" x 11" overall page size, 10 cards per page.

Time Saver

You always organize your work and make a "to-do" list.

Move ahead 1 hour.

Time Saver

You organized your work, made a "to-do" list, and were actually able to follow it all day.

Move ahead 2 hours

Time Saver

You really focused on your work and were able to complete all items on your "to-do" list by lunchtime.

Move ahead 3 hours

Time Saver

Your daughter's day care called and she has a fever. You have to leave work at 3 p.m. to pick her up. You took two hours worth of work home with you and actually did it while she slept. Now you won't be behind tomorrow.

Move ahead 2 hours

Time Saver

Your assistant or colleague finished typing and collating that big report for you.

Move ahead 1 hour

Time Saver

Your boss scheduled a team meeting to review the latest developments on the big sales project. You showed him how a memo would get the job done just as effectively, and he followed your suggestion.

Move ahead 2 hours

Time Saver

You put your phone on voice mail for one hour and got double the amount of work done during that time.

Move ahead 1 hour

Time Saver

The exercise program you started last month is beginning to pay off. You've had much more energy lately, and been able to accomplish quite a bit more in a day than you used to.

Move ahead 4 hours

Time Saver

A new shipment of very nifty office supplies arrived. You go to the warehouse and get stocked up. Everything you need is now at your fingertips.

Move ahead 2 hours

Time Saver

Your son had no cavities at this checkup! That means you got out from the dentist appointment earlier than expected because no fillings were needed.

Advance 1 hour

Time Saver

You won your company's "Effective Manager" award. This is one piece of evidence that you must be managing your time right.

Advance 2 hours

Time Saver

You talk your coworker into helping you plan the upcoming office Christmas party.

Move ahead 1 hour

Time Saver

Your dentist called and canceled your appointment. You have 2 free hours.

Move ahead 2 hours

Time Saver

The server is down. You are unable to get anything accomplished on the computer, but you decide to get organized and clean off your desk.

Move ahead 4 hours

Time Saver

Your afternoon appointment canceled. You decide to get to work on the project due next week.

Move ahead 2 hours

Time Saver

There was no traffic on your way to work. You got there early – gain one hour

Time Saver

The research on a project you are working on is at the first website you look at – gain one hour

Time Saver

You got a new computer that is extra fast - gain two hours

Time Saver

A coworker offered to type a proposal for you – gain two hours

Time Saver

You forgot about daylight savings time beginning and got to work an hour early – gain one hour

Time Saver

You found a shortcut to work – gain one hour

Time Saver

You received a computer program that cuts your report writing time in half – gain two hours

Time Saver

You found a template for last year's project that saves you a lot of time – gain two hours

Time Saver

Your friend down the hall has brought your lunch and offered to get a jump-start on an upcoming project you will be working on together.

Move ahead 1 hour

Time Saver

Knowing you have been feeling overwhelmed of late, your assistant offered to answer all your calls and give you some peace and quiet.

Move ahead 1 hour

Appendix C – Time Waster Cards

The following questions should be printed on "Avery Layout 8376" template business cards, 8 ½" x 11" overall page size, 10 cards per page.

Time Waster

Your daughter's daycare called and she has a fever. You have to leave work at 3 p.m. to pick her up and stay home the rest of the day.

Move back 2 hours

Time Waster

Your daughter's daycare called and she has a fever. You have to leave work at 3 p.m. to pick her up and stay home the rest of the day. You took two hours of work home with you, but worked four hours instead. You just lost two hours of family time.

Move back 2 hours

Time Waster

You overslept this morning and were one hour late for work.

Move back 1 hour

Time Waster

Your boss just called an emergency meeting of the employee quality team that you don't think is necessary, but she insists.

Move back 1 hour

Time Waster

You lost this week's "to-do" list while cleaning off your desk and have to work through lunch to re-create it.

Move back 1 hour

Time Waster

You decide to take a well-deserved but impromptu three-day weekend. To make up the day you:

Lose 1 turn

Time Waster

Your team leader has declared that the team is behind on the big project. Everybody stays to work on it until 8 p.m.

Move back 3 hours

Time Waster

You lost your personal organizer.

Lose 1 week or go back to beginning, whichever is less.

Time Waster

You lost your personal organizer. Fortunately, the owner of the restaurant where you had lunch yesterday found it and returned it to you.

Move back 6 hours

Time Waster

The "Oscar-Meyer Weiner Car" lost its brakes and crashed into your house. It took you most of the morning to file the police and insurance reports.

Move back 3 hours

Time Waster

Your tax return is being audited. The appointment at the IRS took 2 hours from your schedule.

Move back 2 hours

Time Waster

That bug you saw in the crawl space WAS a termite. You had to stay at home to wait for the exterminator to show up.

Move back 3 hours

Time Waster

Your daughter needs braces. This morning's orthodontist appointment lasted an hour.

Move back 1 hour

Time Waster

The weather is beautiful and your spouse called to go to the horse races. You decide to go and enjoy the fun.

Move back 2 hours

Time Waster

Your child fell at school and the teacher thinks her arm is broken. The doctor appointment lasted all afternoon.

Move back 4 hours

Time Waster

Your coworker called in sick and you must cover all her appointments in addition to yours. By the way -- she has a student from an area high school shadowing her today.

Move back 3 hours

Time Waster

Your tennis pro called. He can fit you in at 2:00. You decide to take the afternoon off to go to the tennis lesson.

Move back 4 hours

Time Waster

You had a few too many gin and tonics last night. You don't get anything accomplished this morning and you go home sick at lunch.

Move back 5 hours

Time Waster

Your child was extra grouchy this morning and you got a late start. – lose one hour

Time Waster

The traffic light below work was not changing. Unfortunately, you were on the red side and eventually had to run the idiotic thing. You were 15 minutes late for work.
– lose one hour

Time Waster

As you were ready to leave for work this morning you could not get out of your driveway due to a tree in the road. You had to wait for crews to come and remove it. – lose two hours

Time Waster

Unexpectedly, the MIS Department required everyone to log off the network in which you were working on – lose two hours.

Time Waster

You forgot your project at home – lose one hour.

Time Waster

You forgot that daylight savings time ended and got to work an hour late – lose one hour.

Time Waster

Mary comes in to talk to you about her problems at home – lose one hour

Time Waster

Your dog ran away, you are late for work trying to find it – lose one hour

Time Waster

Your office mate accidentally spilled coffee all over your notes from a crucial meeting. You have to start over to organize your thoughts.

Move back 2 hours

Time Waster

Your spouse took an important disk you had been using. He is in meetings all morning and you cannot get him on the phone.

Move back 2 hours.

Time Waster

The fire alarm system has gone berserk in your office and you must stand outside until the fire department comes and declares an "all clear".

Move back 1 hour

Time Waster

Renovations are beginning in your building. Your office must be moved and you spend all morning reorganizing.

Move back 4 hours

Appendix D – Game Question Cards

The following questions should be printed on "Avery Layout 8376" template business cards, 8 ½" x 11" overall page size, 10 cards per page. As shown in this manual, the correct page of answers follows the matching page of questions. When copying, be sure to match up items front to back. Take care when making your copies.

In order to be the most productive during the day you should eat a:

A. Large breakfast
B. Large lunch.

Will you get more accomplished if you:

A. Take a break?
B. Work until you're finished?

How often should you hold meetings?

A. Once a month
B. Once a week
C. As events arise

What is the most important aspect of a meeting with regard to time management?

A. Allowing people to express thoughts
B. Having a set agenda
C. Working as a team toward your objective

What is the most effective way to deal with waiting time before a meeting?

A. Arrive early
B. Confirm the appointment beforehand as a reminder
C. Allow for and expect a waiting period

To improve effectiveness while traveling you should:

A. Upgrade your ticket
B. Take it easy so you will be rested and ready

By speed-reading, you can increase your absorption and understanding of a document.

True or False

To more effectively speed read:

A. Hold the book close to your eyes
B. Hold the book far from your eyes

You are a Human Resources Trainer. Which of these jobs can you delegate to someone else?

A. Developing training programs
B. Designing the quarterly newsletter
C. Typing training evaluations

Detail-oriented people get more done in a day than Procrastinators.

True or False

Answer: A. Take a break. Your body will feel more refreshed and you will be more productive.

A. Move ahead one hour
B. Stay where you are

Answer: B. Having an agenda and sticking to it helps manage the time of the meeting.

A. Move back one hour
B. Move ahead one hour
C. Stay where you are

Answer: A. Upgrade your ticket. You may find a better working environment in first class.

A. Move ahead one hour
B. Stay where you are

Answer: B. Far from your eyes to allow yourself to take in more words at a time.

A. Move back one hour
B. Move ahead one hour

Answer: False. Both can hinder good time management skills.

True: Move back one hour
False: Move ahead two hours

Answer: A. A large breakfast will supply your brain with essential sugars for early in the day.

A. Move ahead one hour
B. Move back one hour

Answer: C. As events arise You can ensure that time is invested only when needed.

A. Stay where you are
B. Move back one hour
C. Move ahead one hour

Answer: B. Confirm the appointment beforehand to remind the people that you are coming and at what time you will be arriving.

A. Stay where you are
B. Move ahead one hour
C. Move back one hour

Answer: True. Speed-reading improves comprehension as well as speed.

True: Move ahead one hour
False: Move back one hour

Answer: B and C. Either or both tasks can effectively be delegated.

A. Move back one hour
B. Move ahead one hour
C. Move ahead one hour

**if player guesses both B and C – move ahead two hours*

Never put off tomorrow what you can do today.

True or False

Which task should NOT be delegated?

A. Control of your team
B. Important project logistics
C. Routine daily tasks

An easy way to create extra time is to get up an hour earlier.

True or False

If your boss asks you to do a job that interferes with your work how should you handle this?

A. Politely decline, explaining your time constraints.
B. Tell him this is not part of your job description.
C. Ask him to prioritize it in relation to your other duties

How should you deal with unwanted visitors during work?

A. Welcome them, and keep the conversation short
B. Keep your door shut
C. Remove chairs from your workspace

When is the best time of the day to call someone?

A. At the beginning of the day
B. Mid-morning
C. At the end of the day

What is the standard number of rings that can appropriately go by before picking up the phone?

A. Two
B. Three
C. Four

Keeping an activity log:

A. Wastes time
B. Manages time

One characteristic that is NOT a product of goal-setting is:

A. Improved self-confidence
B. Improved performance
C. Higher ratings on annual reviews

Which of the following is a reason you might not achieve your goal?

A. Goals are too vague
B. Goals may be challenging
C. Setting performance rather than outcome goals

Answer: A. Control of your team. You need to still have the last authority.

A. Move ahead one hour
B. Stay where you are
C. Move back one hour

Answer: False. Delay can be useful in certain circumstances, such as when you are tired, upset or angry. It may be best not to tackle jobs that require sensitivity and clarity of thought.

True: Stay where you are
False: Move ahead two hours

Answer: C. Prioritize – doing this will help him see if this is really necessary.

A. Stay where you are
B. Move back one hour
C. Move ahead two hours

Answer: True. Getting up an hour earlier for a year creates 10 extra workweeks.

True: Move ahead one hour
False: Move back one hour

Answer: B. Mid-morning. Give them a chance to settle in, but don't call them when they want to leave for the day either.

A. Move back one hour
B. Move ahead one hour
C. Move back one hour

Answer: B or C. Keep your door shut or remove chairs from your office. This subliminally lets visitors know their stay should be short.

A. Move back two hours
B. Move ahead one hour
C. Move ahead one hour

Answer: B. Manages time. Highly effective way of monitoring the way in which you spend your time.

A. Move back two hours
B. Move ahead one hour

Answer: B. Three – you appear quite slack if the phone rings more than this.

A. Stay where you are
B. Move ahead two hours
C. Move back one hour

Answer: A. Goals are too vague. If not well defined, achievement cannot be measured.

A. Move ahead three hours
B. Move back one hour
C. Move back one hour

Answer: C. Higher ratings on annual reviews. There is no guarantee this is a result of goal setting.

A. Move back one hour
B. Move back one hour
C. Move ahead one hour

You should tackle your most demanding tasks during your least productive hours.

True or False

To get the day off to a good start, you should organize, review and revise priorities at the beginning of each day.

True or False

Taking frequent rest breaks helps you to get more accomplished.

True or False

Maintaining good work ergonomics helps you to get more accomplished.

True or False

Plenty of rest and exercise can help you get more accomplished during the day.

True or False

The best way to manage your daily tasks is to:

A. Have a schedule or routine and stick to it.
B. Perform each task or request as it comes up.
C. Have a schedule or routine, but be willing and able to change if a true need arises.

Continued time management skills require:

A. Periodic re-evaluation of time usage and work habits.
B. Willingness to seek assistance.
C. Establishing clear-cut and realistic goals.
All of the above.

Your supervisor just assigned you a large information research project due in two weeks. Your best plan of action is to:

A. Don't worry about it until next week.
B. Wait until two days before the due date and then perform a work blitz.
C. Work ahead to complete both weeks' routine tasks in advance, then start the project next week.
D. Schedule 1 hour per day every day between now and the due-date to work on the project.

The best way to stay organized during the day is:

A. Make a "to-do" list, with items prioritized.
B. Put all work you need to do today on your desk, then start working.
C. Have your tasks stored in your head, then start working.

When preparing your "to-do" list:

A. Know the difference between "must do", "need to do", and "would like to do".
B. Write items down as you think of them.
C. Keep a mental "to-do" list.

Answer: True. This helps you plan your day and be better prepared to accomplish the tasks at hand.

True = move ahead 1 hour
False = move back 1 hour

Answer: False. Difficult tasks require concentration and attention.

True = move back 1 hour
False = move ahead 1 hour

Answer: True. Avoiding excessive fatigue is the goal here.

True = move ahead 1 hour
False = move back 1 hour

Answer: True. Avoiding excessive fatigue is the goal here.

True = move ahead 1 hour
False = move back 1 hour

Answer: C A planned schedule is desirable, but also needs to be flexible.

A. Move ahead 1 hour
B. Move back 1 hour
C. Move ahead 2 hours

Answer: True. Rest and exercise give you the energy needed to complete multiple tasks.

True = move ahead 1 hour
False = move back 1 hour

Answer: D "C" may be acceptable, but unforeseen emergencies may not allow this plan to be effective.

A. Move back 1 hour
B. Move back 2 hours
C. Neutral -- No move
D. Move ahead 2 hours

Answer: D All of these answers increase a person's time management skills.

A. Move ahead 1 hour
B. Move ahead 1 hour
C. Move ahead 1 hour
D. Move ahead 2 hours

Answer: A Knowing how to categorize your tasks makes them easier to prioritize. Written lists reduce the chance of something being left out.

A. Move ahead 2 hours
B. Move ahead 1 hour
C. Move back 1 hour

Answer: A Setting prioritized goals is one of the best organizational methods available.

A. Move ahead 2 hours
B. Neutral – No move
C. Move back 2 hours

In regards to your "to-do" list:

A. Number your items in order of importance.
B. Estimate the time needed for each item.
C. Redo the list at the beginning of every day.

Your son's daycare called, and you have to leave work at 3 p.m. to pick him up because he is running a slight fever. You:

A. Leave and worry about the left over work tomorrow.
B. Take two hours worth of work home with you. You can work while he naps.
C. Take two hours worth of work home, but end up working through dinner.

When faced with multiple projects and deadlines at work you:

A. Make a list and prioritize according to what you believe to be the most important.
B. Organize the work in alphabetical order.
C. Ask your supervisor for his input as to which items have higher priority.

When planning meetings you should ask the following questions:

A. Is the meeting really necessary?
B. Which people absolutely must be present?
C. Can a memo cover the information just as effectively?
D. All of the above.

Goals you set for yourself should be:

A. General
B. Beyond your limits
C. Inconsistent with other goals
D. Kept in your head
E. No pressure to have done by certain date
F. None of the above

To avoid "telephone tag", when leaving messages you should:

A. Leave detailed messages so people know how to respond.
B. Keep it brief – leave only your name and phone number.
C. Leave a message like "I've got the answer to that question you asked. Call me."

When faced with a large project at work or home you:

A. Tackle it head-on, forsaking all other tasks until this one is finished.
B. Ignore it -- hoping it will shrink or that someone else will take it over.
C. Break the large project into smaller goals, with a timeline for each.

The saying "Don't clean up my desk – you'll mess up my entire filing system" is a sign of an unorganized person.

True or False

To help a meeting stay within time limits, it is helpful to prepare a "3-dimensional agenda" and distribute it to attendees in advance of the meeting. A 3-dimensional agenda includes:

A. Start time, break times, end time
B. Graphics, charts, text
C. Topics, person responsible, topic time limits

You are traveling to a sales meeting, and have a four-hour flight to the customer's location. You spend this time:

A. Napping
B. Listening to motivational or relaxing tapes
C. Dictating notes, making "to-do" list, or planning next week's meeting agenda
D. Planning your best friend's birthday party

Answer: A Detailed messages cut down on the chance of having to return calls two or three times.

A. Move ahead 2 hours
B. Move back 1 hour
C. Move back 2 hours

Answer: C Balance among all tasks, projects and leisure time is important. Ignoring large projects usually just adds more pressure later.

A. Move back 1 hour
B. Move back 2 hours
C. Move ahead 3 hours

Answer: False. While organization is key, you should never attempt to organize someone else. Each person has to determine what works best for him or her.

True = Move back 1 hour
False = Move ahead 1 hour

Answer: C Setting topics and time limit guidelines, as well as who is responsible for that portion of the meeting, helps assure a smoothly run meeting that ends on time.

A. Move back 1 hour
B. Move back 1 hour
C. Move ahead 2 hours

Answer: It is important to achieve balance between work and personal life, stay well rested and motivated, and plan ahead. Either of these items is a good answer if it's what you need at the time.

All answers: Move ahead 2 hours

Answer: A Setting priorities allows you to accomplish most important tasks first. Even if you are unsure of the amount of time necessary, you are more likely to accomplish the most important items. Making a new list each day makes sure you are "re-prioritizing" as necessary.

A. Move ahead 2 hours
B. Move ahead 1 hour
C. Move ahead 1 hour

Answer: B It's very important to balance work and personal life so that you don't become burnt out or jeopardize either situation.

A. Move back 2 hours
B. Move ahead 2 hours
C. Move back 2 hours

Answer: C Establishing clear goals and deadlines with your supervisor reduces the risk of having to do something on an "emergency" basis.

A. Move ahead 1 hour
B. Move back 1 hour
C. Move ahead 3 hours

Answer: D All of the questions help determine if eliminating a meeting can save time.

A. Move ahead 1 hour
B. Move ahead 1 hour
C. Move ahead 1 hour
D. Move ahead 2 hours

Answer: F All of these answers represent the opposite of guidelines for good goal setting -- specific, attainable, consistent, written, and deadlined.

A. Move back 1 hour
B. Move back 1 hour
C. Move back 1 hour
D. Move back 1 hour
E. Move back 1 hour
F. Move ahead 2 hours

You have the option of learning how to do a task that you will be responsible for in the future. You:

A. Let someone else do it for you just because you don't feel like learning something new today.
B. Learn how to do it so you are better prepared for tomorrow.

What is more important:

A. Where you are headed
B. How fast you get there

You have the option of taking a job closer to home with a small cut in pay:

A. Take the job--the cut in pay will be balanced out by the cost of commuting.
B. Stay at current job. Any cut in pay, even a small one, is not good.

You must get a notice out to twenty people for a meeting scheduled next week. You

A. Go around and tell everyone during break time.
B. Email everyone

You have to get your homework done when the phone rings and a friend wants to go out to eat. You

A. Say, "Let's go!"
B. Say, "No, I have to get my homework done. Catch you next time."

You have a new job and it requires a lot of data entry into Excel. You only know the basics of Excel so you

A. Spend some time at home to learn more about Excel.
B. Take a class to learn about Excel.

Your computer crashes on Friday night and you have homework due next Wednesday that you need to work on. You

A. Call a friend and work on his computer.
B. Wait till Monday when you can find a computer repair technician and cram Tuesday night.

Your child is making you late every morning by not getting out of bed on time. You

A. Lecture the child for at least a half hour.
B. Set their alarm clock 10 minutes ahead of the actual time.

The computer you have at work is old and keeps locking up. You

A. Contact the MIS Department and ask for help.
B. Contact the appropriate person and get approval to order a new computer.

You must research a topic on the internet. You

A. Use suggested search features on a large search engine to find your topic fast.
B. Just haphazardly type in phrases that might get you there eventually.

Answer: A - Where you are headed. If you are going the wrong direction it won't matter how fast you get there. You won't be where you need to be.

A. Move ahead one hour
B. No move

Answer: B - Email everyone. If you go around you will be visiting and wasting time. Also, sometimes it is hard to find people in a large organization. With email they will get it at their convenience.

A. No move
B. Move ahead one hour

Answer: B - A class can teach you much quicker than learning it by trial and error.

A. No move
B. Move ahead one hour

Answer: B - Set the alarm clock ahead by 10 minutes. This will give your youngster 10 extra minutes to "get with it".

A. No move
B. Move ahead one hour

Answer A - Just haphazardly type in phrases that might get you there eventually will waste valuable search time.

A. Move ahead one hour
B. No move

Answer: B - Knowledge is important in managing time.

A. No move
B. Move ahead one hour

Answer: A - Take the job. The cut in pay will be balanced out by the cost of commuting, and you will have more time to do the things you want and need to do.

A. Move ahead one hour
B. No move

Answer: B - School has taught us that much!

A. No move
B. Move ahead one hour

Answer: A - Call a friend and do as much as you can until you can get your computer repaired.

A. Move ahead one hour
B. No move

Answer: B - Contact the appropriate person and get approval to order a new computer. Generally, MIS Departments are understaffed and take a long time to get non-priority work accomplished.

A. No move
B. Move ahead one hour

Prioritizing is not important.

True or False

Only call meetings when you absolutely have to.

True or False

Don't worry about planning for obstacles. You never know what they are going to be, so why worry about it.

True or False

Keep a filing system that is organized and easy to find needed items.

True or False

Take time to plan your day even if you have the urge to just jump in.

True or False

When having a meeting, don't waste time on taking minutes.

True or False

Clutter is a time waster.

True or False

Have an agenda for every meeting.

True or False

Keep an organizer or planner for appointments.

True or False

Don't worry about labeling your file folders. Who has time?

True or False

Answer: True

True: Move ahead one hour
False: Move back one hour

Answer: False

True: Move back one hour
False: Move ahead one hour

Answer: True

True: Move ahead one hour
False: Move back one hour

Answer: False. Plan for obstacles so you can bounce back easier, especially when deadlines are strict.

True: Move back one hour
False: Move ahead one hour

Answer: False. Minutes can be very valuable for future efficient use of time.

True: Move back one hour
False: Move ahead one hour

Answer: True. A planned day is much more efficient than a chaotic day.

True: Move ahead one hour
False: Move back one hour

Answer: True. Agendas can keep a meeting on track.

True: Move ahead one hour
False: Move back one hour

Answer: True

True: Move ahead one hour
False: Move back one hour

Answer: False. Without labels you will waste time going through stacks of files.

True: Move back one hour
False: Move ahead one hour

Answer: True. Electronic organizers are very useful.

True: Move ahead one hour
False: Move back one hour

You are typing a draft for a presentation. You realize you have no backup disk.

A. You decide to save it to the network even though it has been very unreliable lately.
B. Go ahead and find a spare disk.

An upcoming project is very important AND very overwhelming. The best solution would be to:

A. Procrastinate as long as possible--you work best under pressure.
B. Divide the project into mini projects and establish a time frame.

You share an office with a coworker. This coworker loves to talk and enjoys using the Internet. An appropriate reaction is:

A. Explain to her that you must get your work finished and need to do so by using the computer.
B. Try not to upset her and just stay late to finish your work

You return from lunch. You have 16 new messages. Where do you begin?

A. Your date for tonight called so that one must be returned first.
B. You begin with the most difficult issue rather than procrastinating.

You have always completed all your own typing. Now you have an administrative assistant.

A. You don't want to bother her; she is a very busy person.
B. You do ahead and delegate the typing to her. Typing necessary documents is in her job description.

Your office is located in an ideal spot to over hear all the office gossip.

A. Leave your door open; you might hear something important.
B. Shut your door and get to work

You are feeling overwhelmed by the amount of paper on your desk. You clean off your desk and set a goal to

A. Deal with each piece of paper as you acquire it, i.e. sign it, file it, pass it along, revise it or throw it away.
B. Find a place to keep all this paper and deal with it later.

80% of your accomplishments come from 20% of your efforts. You begin to analyze where your time goes, and:

A. You realize you get wrapped up doing another coworker's job, but don't want to rock the boat.
B. You notice where you are most productive and try to expand on that time.

You feel a "To do" list is

A. Great! It really helps you get organized and prioritize tasks.
B. A complete waste of time.

A project you have been working on is ¾ completed. You decide to

A. Go visit with a friend down the hall. You have 2 more days before it is due.
B. Take a mini break and then go ahead and finish up the project.

Answer: B. Mini projects are the answer. Getting part of the job completed will decrease the feeling the project is impossible.

A. Move back one hour
B. Move ahead one hour

Answer: B. Begin with the most difficult issues rather than procrastinating.

A. Move back one hour
B. Move ahead one hour

Answer: B. While it may intriguing, trying to listen to other's conversation is rude and a waste of time.

A. Move back one hour
B. Move ahead one hour

Answer: B. You must confront the issue of doing a coworker's job and begin to investigate when and how you are most productive.

A. Move back one hour
B. Move ahead one hour

Answer: B. Go ahead and take a mini-break with your friend and then you will be refreshed to complete your project.

A. Stay where you are
B. Move ahead one hour

Answer: B. Go ahead and find a spare disk. Having everything where you need it will save time.

A. Move back one hour
B. Move ahead one hour

Answer: A. Explain you must get your work finished. Establish a schedule that allows both of you to utilize the computer.

A. Move ahead one hour
B. Move back one hour

Answer: B. Go ahead and delegate. Typing is in her job description.

A. Move back one hour
B. Move ahead one hour

Answer: A. Deal with each piece of paper as you acquire it.

A. Move ahead one hour
B. Move back one hour

Answer: A. A "To do" list can help prioritize tasks and prevent forgetting something important.

A. Move ahead one hour
B. Move back one hour

The filing cabinet is about to explode. When you need something it takes 10 extra minutes just to find it. You decide to:

A. Purge those files!
B. Ignore it. It's not that big of a deal.

Every minute is booked today. However, your dog has a vet appointment at 5 p.m.. Your options include:

A. Ask another family member to take the dog.
B. You take him; he might be frightened if someone else took him.

Every evening you find the television very relaxing. The problem is you find yourself watching at 12:30am. Your must be to the office by 8:00am. You decide to:

A. Change your habits. You will be in bed no later than 11:00pm.
B. You might need more sleep, but you deserve your TV time.

Your child's swim team decided to have their annual retreat at your house. This means 24 kids in your house Friday AND Saturday. You decide to:

A. Devote your entire weekend to the retreat.
B. Politely decline and offer to have a supper meal for the kids. You can't do everything.

You have played phone tag with Ann all day. The issue is not a sensitive one. You decide to:

A. Email her. She usually returns email within 2 working days.
B. Keep calling, you will eventually catch up with her.

You see micro-cassette recorders as:

A. Ridiculous
B. A good way to prevent forgetting ideas.

Organizing is

A. Way too time consuming.
B. A mindset that prevents extra steps and helps to dissipate frustration.

So much e-mail, so little time.

A. Just leave them in the inbox, you can look at them again and again.
B. Delete, sort, or print them as necessary.

Time is your most valuable resource.

True or False

An activity log is great for

A. A way to waste time.
B. A visual explanation of where your time goes.

Answer: A. Let someone else take the dog. You cannot do everything.

A. Move ahead one hour
B. Move back one hour

Answer: B. You could have a supper meal or an activity and still support the team, but the entire weekend is too much to ask. You cannot do everything.

A. Move back one hour
B. Move ahead one hour

Answer: B. A micro-cassette recorder can be a good tool to prevent forgetting ideas or prepare for an important phone call.

A. Move back one hour
B. Move ahead one hour

Answer: B. Deal with those emails as you read them and you won't waste time later.

A. Move back one hour
B. Move ahead one hour

Answer: B. A good visual explanation of where your time is going.

A. Move back one hour
B. Move ahead one hour

Answer: A. Purge those files and you will be better organized and less frustrated.

A. Move ahead one hour
B. Move back one hour

Answer: A. Your sleep is more important to good health.

A. Move ahead one hour
B. Move back one hour

Answer: A. Make use of your email.

A. Move ahead one hour
B. Move back one hour

Answer: B. A mindset that prevents extra effort and helps to dissipate frustration.

A. Move back one hour
B. Move ahead one hour

Answer: True. Time is your most valuable resource. Once it is gone you will never get it back.

True: Move ahead one hour
False: Move back one hour

By using time management you can learn to control the distractions that waste your time and break your flow.

True or False

The central attitude of time management is to concentrate on _____.

A. Results
B. Outcomes
C. Managing

Despite the benefits of time management, many people do not use it. This can be because they enjoy crisis management.

True or False

How can you find out how you spend your time?

A. Keep an activity log
B. Time yourself
C. Document your activities

You are more likely to do a job efficiently if you:

A. Are well paid
B. Enjoy it
C. Loathe it

_____ is the process by which you work out what you want to achieve, then think through the "who, what, when, where, why and how" of achieving that goal.

A. Planning
B. Targeting
C. Goaling

What process helps you decide what you want to achieve with your time, and then sets precise personal targets that will lead you to achieve this?

A. Yoga
B. Feedback
C. PERT charting
D. Goal setting

Important work or activities that need creativity and _____ should be scheduled for the time when you are most alert.

A. Intelligence
B. Clear thinking
C. Moxie

It is an effective time saver to hold meetings only when specific trigger events show them to be necessary.

True or False

In instances where you know people tend to talk excessively, schedule the meeting first thing in the morning.

True or False

Answer: Either A. *or* B. is an acceptable answer.

A: move ahead 1 hour
B: move ahead 1 hour
C: no move

True: Time management can eliminate distractions and help flow

True: move ahead 1 hour
False: move back 1 hour

Answer: Either A. *or* C. is an acceptable answer

A: move ahead 1 hour
B: move back 1 hour
C: move ahead 1 hour

True: This can be because some folks enjoy crisis management

True: move ahead 1 hour
False: move back 1 hour

Answer: A. planning

A: move ahead 1 hour
B: move back 1 hour
C: move back 2 hours

Answer: B. enjoy it

A: move back 1 hour
B: move ahead 1 hour
C: move back 1 hour

Answer: Either A. *or* B. is acceptable answers.

A: move ahead 1 hour
B: move ahead 1 hour
C: move back 1 hour

Answer: D. goal setting

A: move back 2 hours
B: move back 1 hour
C: move back 1 hour
D: move ahead 1 hour

False: Put the meeting near lunch or quitting time – then they will want to get out on time.

True: move back 1 hour
False: move ahead 1 hour

True: Meetings should only be held when necessary

True: move ahead 1 hour
False: move back 1 hour

Summarize your meeting with a (an) _____ plan.

A. Action
B. Declaration
C. Detailed

Which of the following items can help you use waiting time effectively?

A. Confirm the appointment the day before
B. Try not to arrive more than 5 minutes early
C. While you are waiting, keep busy
D. All of the above

The extra work you achieve by paying for a more comfortable travel environment is often worth the extra cost.

True or False

Improving your reading skills can save a significant amount of time.

True or False

If you are doing tasks that are not cost or goal effective, it is probably worth trying to _____ them.

A. Delegate
B. Drop
C. Finish them first

The way to tackle _____ is to set deadlines by which goals should be achieved.

A. Procrastination
B. Delay
C. Interference

Delay is never positive or useful.

True or False

Delegation is useful for which of the following reasons:

A. Others can do jobs you do not have time to do
B. It gives you time to be slack
C. It transfers work to those who have the best skills for it.

Some managers do not delegate because they fear losing _____.

A. Authority
B. Control
C. Salary

Good delegation involves achieving the correct balance between effective controls of work and letting people get on with jobs in their own way.

True or False

Answer: D. all of the above

A: move ahead 1 hour
B: move ahead 1 hour
C: move ahead 1 hour
D: move ahead 2 hours

Answer: A. action

A: move ahead 1 hour
B: move back 2 hours
C: move back 1 hour

True: Improving reading skills can save lots of time

True: move ahead 1 hour
False: move back 1 hour

True: The extra work you achieve by being more comfortable is often worth the cost.

True: move ahead 1 hour
False: move back 1 hour

Answer: Either A. *or* B. is an acceptable answer.

A: move ahead 2 hours
B: move ahead 1 hour
C: move back 1 hour

Answer: Either A. *or* B. is an acceptable answer.

A: move ahead 1 hour
B: move ahead 1 hour
C: move back 1 hour

Answer: C. It transfers work to those who have the best skills for it

A: move back 1 hour
B: move back 2 hours
C: move ahead 1 hour

False: When you are tired or lack skills for a job, delay can be useful

True: move back 1 hour
False: move ahead 1 hour

True: Letting people do jobs in their own way allows work to progress at the fastest rate

True: move ahead 1 hour
False: move back 1 hour

Answer: Either A. *or* B. is an acceptable answer.

A: move ahead 1 hour
B: move ahead 1 hour
C: move back 2 hours